

ADMINISTRATIVE INSTRUCTION
NO.

SUBJECT: Career Management

The purpose of this instruction is to establish the basic concept and scope of a Career Management and Executive Development program for the Central Intelligence Agency.

It is the intent of this program to create a group of Career Executives through planned work assignments and specific studies. The program will be threefold. (a) Indoctrination and Induction of selected employees into major specialties of Operations and Administration. (b) The development of present employees, qualified in a limited professional or administrative field by increasing through selected assignments and their present knowledges and capabilities. (c) The training for professional and scientific personnel in the Administrative knowledges and abilities necessary for them to assume supervisory or executive positions.

This program will be effected within all organizational segments of the agency as well as across organizational lines.

In order to effect the plans and policies necessary for the furtherance of this program, there is appointed a Personnel Selection Board as follows:
Chairman: Personnel Director, Management Officer, Assistant Director, ORE, Assistant Director, OO, Chief, SOAPS, Chief, Personnel Division (Advisor) Chief, Employees Division (Advisor).

It will be incumbent on this board in conjunction with the operating offices to establish specific channels of assignment and promotion to permit the growth of individuals by the use of accepted internal

DOC	8	REV DATE	8 JUL 81	BY	029725
ORIG COMP		OPI	32	TYPE	01
ORIG CLASS	M	PAGES	4	REV CLASS	U
JEST		NEXT REV		AUTH	NR 74-2

promotion practices. Insofar as possible, the phase of the Career Management program will be effected within the same operating offices.

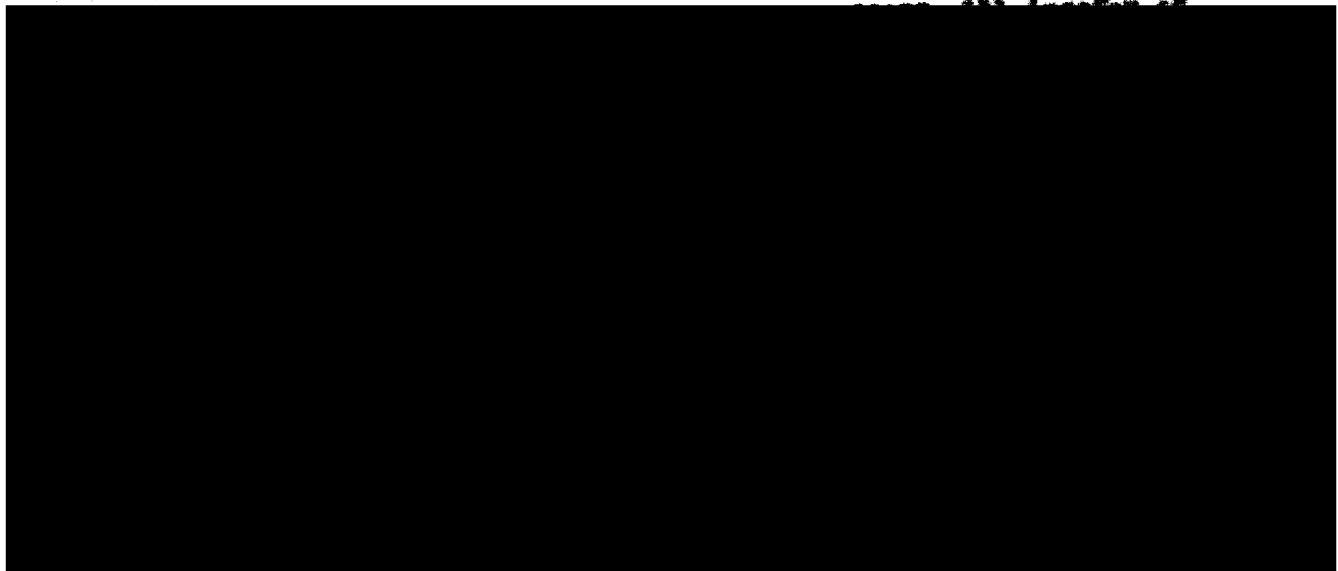
In order to insure proper selection assignments, the Personnel Selection Board will be guided by qualifications standards written in conjunction with the Personnel Division and the operating offices. All established programs reflecting internal assignment or promotional possibilities will receive the concurrence of the operating offices concerned prior to their effectuation. Programs advocated by the Board in which the operating offices do not concur will be referred to the Executive for decision. In connection with this phase of the program, there will be established under the direction of the Personnel Selection Board, a cadre of potentially qualified Career employees who will receive indoctrination and on the job training across organizational lines in order to permit their eventual assignment to specially selected positions as the occasion demands. This program will be carried out on a rotating basis with the desired result being a highly trained intelligence officer, capable of serving as a division chief [REDACTED] Selections for nominees for participation in this program will be made by the Assistant Director based on passed performance and evaluated potentialities. Upon individual selection by the Personnel Selection Board, individuals in this category will be subject to rotational assignment for a period not to exceed one year.

As a necessary counterpart, it is the responsibility of the Personnel Director to establish a planned program of academic instructions to further

the abilities and potentiality of employees selected in the same fashion as those assigned to on the job training described above.

This academic training will be restricted to courses and instructions designed to further an individuals capabilities in an operational assignment. All instructions pertaining to administrative assignments will be effected by on the job training.

STATINTL



To facilitate the selection and guidance required of the Personnel Selection Board, any individual evaluation will consist of the rating officers narrative evaluation indicating the measure of growth if any, during that rating period, a personal estimate of the ratees indicated potential, recommended additional training or assignment. All evaluations will be reviewed and certified through all command channels to the highest level having personal knowledge of the ratees capabilities. These evaluations will be reviewed by and made a part of the permanent records required by the Personnel Selection Board. The Board will be guided by these evaluations in establishing their program for the ensuing six month period. It will be incumbent upon the rating official to discuss

fully the narrative report with the rates. Existing channels of appeal will be available to all employees.

In order to provide trained personnel for these special assignments at the proper time, it will be necessary for the Personnel Selection Board to establish in conjunction with this planned assignment program, a definite time schedule to meet projected requirements.

The final operation of this Career Management program will be vested in the Personnel Director and Chief, Personnel Divisions based on an inventory control established under the guidance of the Personnel Selection Board.

In order to preclude the possibility of an injustice to the individual employee, it will be the prevailing policy to release and transfer the individual attaining benefit from the operation of this program. In this connection, it is incumbent upon the respective Personnel Divisions to furnish satisfactory replacements as soon as practicable.